

**SFA Modernization Partner  
Management Services Summary  
June 2000**

Program Management Office  
July 10, 2000

**Table of Contents**

1.0	Program Status .....	3
1.1	Introduction .....	3
1.2	Program Overview .....	4
1.3	Value Points .....	7
2.0	Master Schedule .....	9
3.0	Summary Of Program Risks & Issues .....	10
3.1	Program Risks .....	10
3.2	Program Issues .....	11
4.0	Key Accomplishments This Month and Plans For Next Month .....	12
5.0	Appendix: Deliverables Log .....	29
6.0	Appendix: Modernization Program Scorecards .....	30

## **1.0 Program Status**

### **1.1 Introduction**

This Management Services Summary is being produced as a deliverable of the SFA Modernization Partner Program Management Office Task Order. This report covers the month of June 2000 and includes information on the overall status of the Program, a summary of key Program Risks and Issues, achievements for the month, planned work for the next month, and performance of the Program against schedule.

The format and content of this report are based on the guidelines provided in the Program Management Task Order, standard project status reporting techniques, and input from SFA management personnel. The purpose of this report is to provide SFA senior management with information related to the performance of the Modernization Program team.

These monthly summaries will be refined to improve their usefulness and the value they provide. Please address any suggestions regarding the content or format of these reports to the Modernization Program Office Manager (elisabeth.s.schmidt@ac.com or 703.947.2644).

## 1.2 Program Overview

### Program Status

In the month of June, the Modernization Partner has delivered the following key deliverables:

Channel	Deliverable	Description
COD	19.1.1-COD Preferred Solution Selection Workplan	This workplan includes the steps necessary to define the individual functional, technical, financial, and vendor criteria.
COD	19.1.13-Presentation materials for NCHELP (6/25/00)	This presentation is the third of 7 deliverables under the task order for School Channel Conference Support.
FMS	Solution Demo 1 (Phase II)	The Solution Demo 1 is a demonstration of applications in support of high-level scenarios for each Phase II program.
Financial Partners Transformation (FPT)	Interim Project Management Plan	This deliverable will assist the FP organization to establish a self-sustaining capability (process, tools, and resources) for coordinating and managing on-going Financial Partner change initiatives. The Interim Project Management Plan updates the Initial Project Management Plan, including an updated project management approach and tools.
FPT	Process Reengineering-Reengineering Options and Analysis	This deliverable is a list of potential changes or improvements to the existing processes and identify who will be responsible for execution. The deliverable will provide a brief description of each option which includes a summary of costs, benefits, and risks. The deliverable will be developed in conjunction with the other IPT's to ensure coordination and inclusion.
Organization Transformation	SFA HR 90-Day Implementation Plan	The SFA HR 90-Day Plan will address the first 90 days for the new SFA HR director. The plan will identify key opportunities, quick wins, and action items for new SFA HR organization based on key roles of a strategic HR organization – strategic partner, employee champion, change agent, and provider of administrative excellence.
CIO: Integrated Technical Architecture	Incentive Fee	The Incentive Fee Plan describes criteria and procedures to be used in assessing Modernization Partner performance for the purpose of determining the amount of incentive fee to be earned in accordance with the "Incentive Fee Plan." The Incentive Fee Plan deals with technical and management areas under the control of the Modernization Partner that cannot be precisely measured and therefore must be subjectively evaluated.
CIO:	Legacy System	This report describes the existing architecture of

Channel	Deliverable	Description
Integrated Technical Architecture	Inventory Report	legacy systems.
CIO: IFAP	Systems Requirements IFAP application	This document details technical requirements to provide business requirements functionality based on: 1) analysis, and 2) first cycle of code design, build, and feedback process. It provides the software tool requirements.
CIO: Schools Portal	Detailed Analysis of Technical Requirements	This document provides details of the technical requirements as needed to meet the business requirements. The document also contains a test plan and Initial Interface Design.
CIO: FAFSA Mad Dog	FAFSA on the Web Mad Dog Report and Workplan	This document presents a review of the technical environment and findings that impacted performance of the FAFSA on the Web application.
CIO: FAFSA Mad Dog	FAFSA on the Web Usability Identification and Solution Estimate Report	Based on the review, this document presents recommendations on quick fixes which can be developed and implemented to improve processing of FAFSA on the web.
CIO: Ombudsman	Siebel Implementation Specifications	This document defines the steps performed to customize and tailor Siebel to meet the requirements identified.
CIO: Ombudsman	Data Conversion Specifications	This outlines data conversion plans, procedures and testing to be done during data conversion.
CIO: Ombudsman	Siebel Training Materials and Job Aids	These training handouts and job aids are to be used in the training of Ombudsman and Call Center specialists.
CIO: Ombudsman	Siebel Report Specifications	This document identifies which standard reports were chosen to be run by the Ombudsman and how any of the customized reports were created.
CIO: Data Warehouse	High-Level User Information Requirements Matrix	This deliverable results from focus group meetings with the COO organization, customer channels, the CFO, and the Data Analysis group. It is a user information requirements matrix and includes an explanation of the matrix where appropriate.
CIO: Data Warehouse	"Quick Hits" Decision Support Projects and Implementation Plan	This deliverable results from interviews with candidate SFA subject matter experts, and will comprise identification of the multiple releases, high-level scope for each release, and timeline, taking into account the group's business priorities.
CIO: Data Warehouse	NSLDS Cost Analysis	This analysis is of the various cost components related to the operation of the NSDLS system. Also identified are cost saving opportunities related to NSLDS. This deliverable includes a review of the current proposed enhancements to NSLDS, and makes recommendations.
CIO: Integrated Technical Architecture	Technical Infrastructure	This provides an inventory and necessary quantities of hardware and licenses for software for Release 1.0

Channel	Deliverable	Description
	Procurement Report	of the Integrated Technical Architecture.
CIO: Security	Monthly Security Program Report	This comprehensive report documents the activities of the Security team during the most recent period, including the support functions performed.
CDS Retirement	CDS Retirement Loan Servicing Design	The CDS Retirement Loan Servicing Detailed Design Document outlines functional and system requirements for the remaining 10 functions that will change in CDS. It provides technical analysis for implementing the functionality into the Loan Servicing system; and an analysis of the affected letters, statements, notices, transaction layouts, reports, screens, deliverables, and programs and modules.
CDS Retirement	CDS Retirement Loan Origination Design	The CDS Retirement Loan Origination Detailed Design Document outlines functional and system requirements for the remaining 10 functions that will change in CDS. It provides technical analysis for implementing the functionality into the Loan Origination system; and an analysis of the affected letters, statements, notices, transaction layouts, reports, screens, deliverables, and programs and modules.
PMO	Program Management Services Summary	This report includes information on the overall status of the Program, a summary of key Program Risks and Issues, achievements for the month, planned work for the next month, and performance of the Program against schedule for the month of May.
PMO	Draft Modernization Partner Procurement Plan	The plan outlines the key responsibilities and milestones associated with the timely delivery and acceptance of future task orders required to achieve the goals and objectives of the Modernization Program.

### **1.3 Value Points**

#### **Common Origination and Disbursement Phase II**

- Actively participated in the delivery of the presentations for Customer Relationship Management (CRM) and Data Warehousing at the SFA regional managers meeting.

#### **Financial Partners (FP) Core Process Reengineering**

- Organized GA/Lender and FMS crosswalk to map functions from the FFEL payment process to the Oracle Financial Management System and to provide a big picture overview with representatives from the GA/Lender, CFO, and EDCAP teams.
- Coordinated FMS/FP training effort for GA payment processing implementation.
- Drafted a training plan and developed materials for review in July and implementation of this JIT training in September.

#### **FP Project Management and Facilitation**

- Provided support for capturing key cost and recommendations for FP divestiture/ownership issues.
- Provided support for analyzing the depletion of federal reserve funds and associated fees.
- Provided support for analyzing the methods of establishing the value of loan servicing agencies.
- Researched Best Practices for establishing Usage Fees for SFA owned property and equipment, and facilitated the discussion session with regional personnel on behalf of the client.

#### **FP Employee Development/Organizational Transformation**

- Monitored roll-out of Change Agent Program, including client-sponsored Communications sessions and the administering of the Organization Assessment.

#### **FPT Risk Modeling**

- Facilitated coordination of risk modeling with performance review reengineering teams to ensure consistency of the performance management process flows.

#### **Program Planning & Reporting**

- Produced integrated status report for CIO Program Office. The production of this report by the Modernization Partner Program Office completed the integration of the Modernization Partner and CIO Program Status Reporting processes.

#### **CIO**

- **Intranet Release 2.0** - More functionality was added to Autonomy resulting in more capability to the existing Content Management work flow. Confirmed that a separate effort to develop CM processes for the IFAP is not needed.
- **Security** - Developed Microsoft Access database to track attributes for risk mitigation in SFA major applications. All that was required was a collection of attributes to be used to track risk management criticism.

- **IT Management Support** - Developed Best Practices database to track procurement of software and hardware for modernization projects.
- **Data Warehouse**- Identified opportunities to reduce operational costs by implementing Data Warehouse capability ways to benefit from Data Warehousing:
  - NSLDS's annual operation and maintenance costs of \$17 million have been broken down into identifiable categories. The team is identifying and prioritizing methods to reduce this cost while retaining the functionality of the system.
- **School Portal & IFAP Conversion** - Conducted demo of School Portal for approximately 30 schools providing early feedback from customers.
- **Integrated Technical Architecture** - Conducted a design review session to review the Internet Architecture Design to ensure the latest product advancements and capabilities are incorporated into the design. This session was hosted by the WebSphere Lab Advocates and SFA, the architect team, and the vendor software product specialists attended.



## **2.0 Master Schedule**

### Major Schedule Changes

The following Gantt chart provides a schedule of the planned initiatives and deliverables for the Modernization program that are in progress.

### 3.0 Summary Of Program Risks & Issues

#### 3.1 Program Risks

Area	Description	Mitigation Strategy
FMS	Need resources for CMM/QA, Tech Support Team Lead, Business Requirements Team.	<ul style="list-style-type: none"> <li>Recruit required resources. Tech team lead has decided to continue with project.</li> </ul>
FMS	Production Environment will be delayed, according to IT operations until 7/15/00.	<ul style="list-style-type: none"> <li>Work with IT ops to expedite schedule. Analyzing impact to FMS Schedule.</li> </ul>
FP Employee Development/ Organizational Transformation	Organizational Assessment, Visioning Sessions and Internal and External Communications are on hold by Union, which will affect the schedule and the scope of the deliverables	<ul style="list-style-type: none"> <li>Discussions with union are scheduled for 7/19/00.</li> </ul>
Schools Portal IFAP Content Management Intranet R2.0 EAI	The complexity of the architectures with its many software components adds risk for integration.	<ul style="list-style-type: none"> <li>Have requested vendors onsite to assist with integration issues.</li> </ul>
Schools Portal IFAP Content Management Intranet R2.0 EAI	The migration and integration testing of the applications could delay the scheduled deployment.	<ul style="list-style-type: none"> <li>Have begun focusing on a migration and integration testing plan and meetings to address issues.</li> </ul>

### 3.2 Program Issues

Area	Issues	Proposed Solution
COD	SFA LAN Access has not been granted, although requests have been submitted. This delay is affecting the schedule.	<ul style="list-style-type: none"> <li>ED Technicians are in the process of setting up LAN access but have not completed the set up and have not tested it.</li> </ul>
FP Core Process Reengineering	FP team has not had input into a FMS/FFEL crosswalk; this effort is necessary to verify all functions will be accounted for during the 10/01 implementation.	<ul style="list-style-type: none"> <li>Coordinate FMS/FP requirement mapping session.</li> </ul>
FP Core Process Reengineering	FMS Implementation costs related to FP may affect the reengineering business case.	<ul style="list-style-type: none"> <li>Review and confirm FMS implementation costs related to FP channel.</li> </ul>
FP Core Process Reengineering	Lack of FMS/FP training coordination could impact implementation phase.	<ul style="list-style-type: none"> <li>Involve FP GA payment processing team in training plan/material review beginning of July.</li> </ul>
FP Core Process Reengineering	FMS implementation of the LEAP process scheduled for 10/1 may not occur until next phase due to changes in the program.	<ul style="list-style-type: none"> <li>Discuss FMS P2 LEAP deferment due to opportunities to improve process and possible lack of partner involvement by 10/1.</li> </ul>
FP Core Process Reengineering	Need to continue to work with FMS team to confirm Form 2000 project milestones and key dates and resolve any project overlap; lack of coordination between groups could cause further issues in the Development and Implementation Phase.	<ul style="list-style-type: none"> <li>FMS and FPT teams will meet to discuss.</li> </ul>
FMS	Need leadership in coordinating/resolving issues with IT Operations concerning the hardware, software and support services required for FMS.	<ul style="list-style-type: none"> <li>Assign point of contact to work with team.</li> </ul>
Schools Portal IFAP Content Management Intranet R2.0	The acquisition and setup of hardware and software has continued to delay the schedule for software development.	<ul style="list-style-type: none"> <li>Track and monitor the software procurement lifecycle to identify delays in the process. Expedite when delays are encountered.</li> </ul>

#### **4.0 Key Accomplishments This Month and Plans For Next Month**

During the month, the project teams accomplished the following:

##### **COMMON ORIGINATION AND DISBURSEMENT (COD)**

###### **Work Completed this Month:**

- Visited USA Group on 12 June 2000 and observed best practices.
- Finalized COD Phase II Task Order, including HW/SW procurement.
- Received approval from Wayne Wright, CIO Architecture, to utilize CASEwise tool for business process definition.
- Finalized staffing of Change Management Team members with Linh Nguyen. Mimi Yeh and Sue Gottlieb joined the team full time the week of 5 June, after completing existing responsibilities.
- Developed Vendor Review Criteria (Technical, Financial, and Core Values) and incorporated it into the Vendor Packet sent to potential solution/alliance partners to COD on June 29, 2000.
- Attended and observed All Hands meeting for use in the communication strategy.
- Began formulating plan to bring schools together to discuss the common record.
- Attended RFMS on the web workgroup on 6/19/2000.
- Met with Campus-Based Program representatives to discuss and refine “to be” vision.

###### **Planned Work in Progress:**

- Continue to schedule site visits with potential solution/alliance partners to COD.
- Continue to develop approach for bringing in school representatives to gather focused feedback.

###### **Work Projected for next Month:**

- Schedule and conduct teleconferences with potential solution/alliance partners for COD to review responses to the vendor packet.
- Schedule and conduct site visits with potential solution/alliance partners for COD.
- Meet with school representatives to get their input on ways to measure SFA’s performance concerning customer satisfaction with the new COD process. The meeting will occur during the week of July 10<sup>th</sup>, when school representatives will be in Washington, DC for NASFAA.
- Kick-off the COD Phase II IPT to continue flushing out the COD process.
- Complete sub-contractor forms for new sub-contractors (e.g., Jim Farmer) who will assist in developing COD II requirements.
- Establish and kick off Schools Transformation Team.
- Develop COD communication strategy and the communication plan for COD Fact Packs.
- Develop communication plan for COD organizational “as is” assessment.
- Introduce the Common Record concept to NCHELP’s CommonLine committee.

**CRM CALL CENTER IPT /  
CDS RETIREMENT**

Work Completed this Month:

- Submitted CDS Retirement Loan Servicing Design deliverable.
- Submitted CDS Retirement Loan Origination Design deliverable.
- Successfully held Sub-team Kick-off meeting.
- Attended the Siebel e Business World 2000 Conference.
- Call center survey list drafted.
- Implementation approach drafts discussed.
- Site Surveys approved and to be sent out 6/27/00.
- Quick Hits template drafted.
- Information packet for call center inventory completed and revised.
- Distributed first draft of warm hand-off scripts.
- Established criteria for Best Practices.
- Determined Best Practices Sub Team requirements of experts.
- Finalized Current State Inventory and cover letter and distributed these to the Call Centers being surveyed.
- CDS Met with SFA Subject Matter Experts to review implementation approaches.

Planned Work in Progress:

- Develop plans for Build Phase.
- Finalize on the Call Center Survey.
- Finalize the list of call centers to be surveyed.
- Define the “warm hand-offs” for the Quick Hit sub-team.
- Quick Hits implementation work.
- Current Environment data gathering.
- Ensure Call Center Inventories are completed and returned by July 18.
- Develop the first draft of the Referral Guide for review by July 12.
- Establish Best Practices experts.

Work Projected for next Month:

- Begin Programming for Build phase.
- Review/ test Build phase code.
- Compile survey data received from Call Centers.
- Begin analysis and quality check (includes follow ups) of survey data received from Call Centers.
- Submit and complete review of Quick Hits deliverable.
- Continue review of Best Practices research draft.
- Continue review of content and formats for referral guide-revisions.
- Schedule Best Practices experts for presentations to stakeholders and teams.
- Determine the template/framework for the Best Practices final document.
- Establish the process for gathering data to include in the Best Practices documentation.
- Determine the template/framework for the Current State Analysis.
- Follow-up with each Call Center to ensure that the survey will be completed and returned by July 18.
- Review the template for the Referral Guide Quick Hit.

- Make initial plans for training CSR's for warm hand-offs.
  - The sub-team members believe that the existing Call Center training staff will want to conduct this training.

**FMS ORACLE FINANCIALS**

**Work Completed this Month:**

- Modified Phase II Testing Work Plan. Product testing will take place between August 14 and August 18. Any necessary modifications to extensions and/or system setup will be identified and made between August 21 and August 25. Any required re-testing will occur between August 28 and September 1. Test results will be reviewed between September 4 and September 8.
- Revised Fixed Assets Impact Analysis and met for user review.
- Revised FFEL Impact Analysis based on 6/22 internal review.
- Developed outline for communication strategy/plan and continued developing draft.
- Began Unit testing of the Account Mapping Form.
- Updated and reviewed Fixed Assets setups.
- Completed moving all objects related to Form 2000 to the ED server, which includes creating custom tables and views, registering the custom application, registering custom forms and building functions and menu, creating custom responsibility and users.
- Completed the following work for Monthly Financial Report:
  - Modified the procedure to ensure the (GA vs. ED) security.
  - Completed a procedure to perform the Reasonability checks.
  - Created a procedure to disable items from the Toolbar and Form Menu under certain conditions.
- Added functionality so that the user can directly submit the report without saving it first.
- Created a schedule for the working demos (Deliverable #2) planned for the extensions and customer review. The development effort and resource allocations for the Phase II software architecture team assignments were updated to reflect the new schedule.
- Started on the AP interface table loading. Identified the various sources of data that would be needed to populate this table.
- Completed and distributed draft of LEAPP/SLEAP functional design document.
- Completed the Functional Design Documentation for FFEL - Guaranty Agency Payments extensions (Form 2000).
- Met with PWC of EDCFO to discuss GAPS interface for LEAPP. It was determined that it is not feasible to cut off the feed going from GAPS to FMSS for LEAPP transactions. Also, PWC is going to provide the file layouts that are currently being used for the Pell interface with GAPS, and we will review to see if this is sufficient for our needs.
- Met with Financial Partners to clarify how transactions for FY2000 will be handled at year-end. Financial Partners have already sent out a letter instructing GA's to submit their information using Form 2000 for all reports submitted after September 10, 2000 (even if the reports are for periods of FY2000). Discussion involved the problems this presents from an accounting standpoint such as needing FY2000 budget amounts, old ACCS, etc. Decision was made to talk with Bill Marks and to possibly rescind the original instructions given the GA's.

**Planned Work in Progress:**

- Update documents: CM, Security, Development Standards, and Backup Plan.
- Continue work on obtaining project resources.
- Define detailed contents for remaining deliverables.
- Continue drafting training plan.
- AP BR100 documentation of VDC instance: **62%** complete.

- AR BR100 documentation of VDC instance: **41%** complete.
- Coding the NSLDS interface process and test.
- Work on BR100 for Fixed Assets.

Work Projected for next Month:

- Continue documenting process for creating TST1 from DEV1.
- Revise CM, Backup Strategy, Development Standards, and Security documents.
- Continue transaction preparation for WD2 in TST1.
- Work on set-up documentation for Fixed Assets.
- Start work on FA conversion scripts.
- Finalize FFEL GA Payments Functional Extensions Document
- Conduct Working Solution Demo 2 (July 6<sup>th</sup>).



## **FINANCIAL PARTNERS TRANSFORMATION (FPT)**

### **FP Core Process Reengineering**

#### **Work Completed this Month:**

- Submitted Reengineering Options and Analysis deliverable.
- Created preliminary project plan for completing the Business Case by 7/28.
- Made assignments for completing Business Case tasks.
- Received and incorporated feedback from AC Financial Partner executive team on Reengineering Options and Analysis deliverable regarding incorporating the mission and vision focus into document. Solutions will be focused on partner understanding.
- Conducted GA/Lender reengineering solutions workshop and gained consensus and input from team.
- Continued research on performance management, cash management, and knowledge management.
- Conducted Oversight and Technical Assistance Reengineering Solutions workshop and gained input from team on 6/14.
- Gathered documentation and began discussions around LEAP/SLEAP.
- Continued evaluation and research of reengineering options and solutions focusing on cost information and best practices.
- Gained feedback from AC Financial Partner executive team and incorporated into draft deliverable.
- Coordinated FP NACHA 799 Straw Model debrief with Tony Magro, Angela Roca-Baker, and Sandra Simmons. Received documentation from NACHA meeting.
- Attended Revised OPE ID session. Angela Roca-Baker is meeting with FP team to discuss impact on FFEL.
- Coordinated FMS/FP requirements mapping session. Meeting focus was shifted and will be rescheduled for early next week.
- Submitted draft Executive Summary PowerPoint presentation and Reengineering Options and Analysis deliverable for internal review.

#### **Planned Work in Progress:**

- Reviewing and finalizing Reengineering Options and Analysis deliverable.

#### **Work Projected for next Month:**

- Attend CIO FMS touchpoint on 7/6.
- Coordinate GA Payment workgroup meeting for “to-be” process flow.
- Research impacts of automating a payment verification checkpoint.
- Research industry best practices for self-audit approaches.
- Prepare for Oversight and Technical Assistance workgroup meeting on 7/10.
- Organize GA/Lender and FMS crosswalk and big picture overview with representatives from the GA/Lender, CFO, and EDCAP teams.

**FP Project Management and Facilitation**

**Work Completed this Month:**

- Finalized FP divestiture spreadsheet following review by Linda Hall and Greg Woods.
- Provided FP divestiture technical support to Greg Woods during meetings with Frank Holloman.
- Scheduled FP project management workshops for the month of June.
- Continued to provide facilitation support for the FP project team leads.
- Continued to participate/facilitate FP standing team meetings.
- Finalized Depletion of Federal Reserve Funds Analysis.
- Provided facilitation support for the FP project team leads and facilitated FP standing team meetings.
- Updated the FP workplan to reflect Task Order 23 items.
- Update the program management plan.

**Planned Work in Progress:**

- Finalizing workplans for the Analysis and Design Phase.
- Planning FP project management workshops for the month of July.
- Confirming scope issues for NY Mentor PIN, Policy and Analysis, and Contract Management projects.
- Complete draft of the Interim Project Management Plan Deliverable.

**Work Projected for next Month:**

- Finalize Depletion of Federal Reserve Funds Analysis.
- Finalize the research on methods of establishing the value of loan servicing agencies.
- Finalize the methodology used to evaluate the value of financial servicing businesses.
- Continue to participate/facilitation FP standing team meetings.
- Continue to provide facilitation support for the FP project team leads.
- Finalize workplans for the Analysis and Design Phase.
- Update the program management plan.
- Complete draft of the Interim Project Management Plan.
- Update the FP workplan to reflect Task Order 23 items.
- Complete the Interim Project Management Plan Deliverable.
- Submit the Summary Status Packages for submittal to General Manager.
- Schedule FP project management workshops for the month of July.
- Continue to provide facilitation support for the FP project team leads and facilitate FP standing team meetings.

### FP Employee Development/Organization Transformation

#### Work Completed this Month:

- Continued to resolve Organizational Assessment Issue. Linda Hall plans to review the Organization Assessment and all Employee Development activities with the LMPC at their next meeting, scheduled for July 19, 2000.
- Developed Change Agents communication materials and messages for results of the Visioning and Missions Sessions. Communications are on hold until FP GM meets with Union.
- Continued best practice research, to include attending a briefing on how CRM is being implemented in the Ombudsman Office.
- Identified linkages of Reengineering options with Transformation Plan. Transformation Plan will include best practices and relevant human performance principles for supporting the proposed Vision and Mission within Financial Partners.
- Defined layout of the Analysis and Design report for Transformation Plan.
- Authorized Data Shop (external assessment tabulation vendor) to begin tabulation of 19 Organizational Assessments.
- Conducted detailed review of FP Transformation with Linda Hall.
- Mapped FP Transformation projects to Five Year Performance Plan.
- Monitored roll-out of Organization Assessment and Change Agent materials within Frank Ramos' and Anna Allen's business units.
- Identified communications needs for GA/lender community, met with Frank to discuss External Communication channels and vehicles.
- Drafted communications plan outlining key messages/purpose, vehicle, audience, sender, dates, status, and comments.
- Conducted research on characteristics of Performance-Based Organizations, Cultural Assessments and Customer Relationship Management.
- Met with Linda Hall to discuss opportunity for enhancements/modifications to Five Year Performance Plan. The plan will not be updated for several months.
- Responded to risk issue of delayed Organizational Assessment due to Union.
- Informed data analysis vendor of delayed tabulation of Organizational Assessment due to Union issue (see Risk section).
- Met with Karen Freeman and Lisa Cain to discuss external communication channels, vehicles, process, and coordination among other areas.
- Continued development of communication plan to include: modernization partner, project milestones, utilization of current vehicles (e.g. INSTEP), and coverage of FP projects.
- Developed Table of Contents for Employee Transformation Plan deliverable.
- Continued best-practice research on performance-based organizations.
- Identified website for posting external communications to financial partners Identified next steps for Visioning activities.
- Continued best practice research on PBOs, including speaking with John Camenski of the NPR and reviewing the book.
- Identified next steps for the Change Agent program.
- Project Team Leads identified key milestones and deliverables for the Communication Plan.
- Communicated with James Bartlett of the AC proposal development plan to discuss the use of an adobe formatted newsletter for external communications.

Planned Work in Progress:

- Plan pilot of FP Partner Understanding (strategic intent) within one business unit. This initiative is on hold until the FP organization is formalized by the Union.
- Meet with project Team Leads to identify vehicles and senders for Communications project milestones. Communications are on hold until FP GM meets with Union.
- Meet with Tony Magro to post transformation communications to GA/Lender website.
- Plan pilot of FP Partner Understanding (strategic intent) within one business unit.
- Finalized documentation of FP Transformation transition.
- Organizational Assessment issue resolution with Union.

Work Projected for next Month:

- Start draft of best practices report.
- Begin drafting Transformation Plan.
- Draft recommendations for enhancements and modifications to Financial Partners' performance goals within the Five Year Performance Plan.
- Plan pilot of FP Partner Understanding (strategic intent) within one business unit.
- Finalize negotiations for data analysis vendor to score and compile completed Organizational Assessments.
- Meet with Karen Freeman and Lisa Cain to discuss external communication channels, vehicles and process.
- Further develop communication plan, to include: modernization partner, project milestones, and utilization of current vehicles (e.g. INSTEP) .
- Continue to resolve Organizational Assessment Issue. Document Recovery Plan.
- Schedule Next Steps for Visioning activities.
- Continue best practices research.
- Meet with project Team Leads to identify key communications for Communications Plan.
- Post transformation communications to GA/Lender website.
- Continue to resolve Organizational Assessment Issue.
- Begin Document Recovery Plan.
- Develop Change Agents communication materials and messages for results of the Visioning and Mission Sessions.
- Develop Change Agents communication materials and messages about status of the Organizational Assessment.
- Continue best practices research.
- Meet with project Team Leads to identify vehicles and senders for Communications project milestones.
- Meet with Tony Magro to post transformation communications to GA/Lender website.
- Identify linkages of Reengineering options with Employee Transformation Plan.
- Define layout of Analysis and Design report for Employee Transformation.

### **FPT Technical Support**

#### Work Completed this Month:

- Discussed the Document Management deliverable template with eCAD representative Developed presentation for project kick-off meeting.
- Developed draft of template for requirements matrix deliverable.
- Continued collecting requirements.
- Established communication channel with eCAD members.
- Researched best practices for Data Warehousing, Imaging/Document Management, and Middleware.
- Conducted project kick-off meeting with Datawarehouse and Document Management Teams.

#### Planned Work in Progress:

- Researching best practices for Data Warehousing, Imaging/Document Management, and Middleware.

#### Work Projected for next Month:

- Meet with CIO representative regarding Middleware. Will have kickoff meeting with Jack Reynolds week of 7/10.
- Continue researching best practices for Data Warehousing, Imaging/Document Management, and Middleware.
- Continue updating the draft requirements matrix.

### **FPT Risk Modeling**

#### **Work Completed this Month:**

- Gathered data for best practices for performance management, benchmarking and risk modeling.
- Conducted workshop for discussion with the Client regarding risk factors, criteria and ratios on Tuesday, June 27, 2000.
- Scheduled Risk Modeling Workshop with Regional Specialists for Wednesday, July 12, 2000.
- Scheduled follow-up meeting on Wednesday, July 5, 2000, with Nettie Harding to obtain current SFA data regarding G.A. and Lender performance factors, and data requirements for capturing risk modeling criteria.
- Developed draft project work plan, time frames and deliverable requirements for presentation to the Client.
- Conducted project initiation meeting with the Client to discuss scope, work effort and deliverables for the project.
- Coordinated the development of risk modeling requirements corresponding with the GA. and Lender reengineering review process effort.
- Develop risk modeling options for presentation and discussion with the Client, scheduled for Tuesday, June 27, 2000.

#### **Planned Work in Progress:**

- Researching industry benchmarks for risk management performance.
- Conduct follow-up meeting on Wednesday, July 5, 2000, with Nettie Harding to obtain current SFA data regarding G.A. and Lender performance factors, and data requirements for capturing risk modeling criteria.
- Developing risk modeling options for presentation and discussion with the Client, scheduled for Tuesday, June 27, 2000.
- Gathering data for best practices for performance management, benchmarking and risk modeling.

#### **Work Projected for next Month:**

- Scheduled follow-up meeting with Nettie Harding to obtain current SFA data regarding G.A. and Lender performance factors, and data requirements for capturing risk modeling criteria.
- Continue gathering data for default reduction and prevention best practices within the banking industry and student loan sector.
- Schedule and plan workshop to discuss risk models and to define modeling criteria.
- Schedule a meeting with Greg Senseney and Nettie Harding to obtain current SFA data regarding GA and Lender performance factors, and data requirements for capturing risk modeling criteria.

### **FPT Default Reduction**

#### **Work Completed this Week:**

- Conducted a meeting with Gary Fisher to obtain current SFA data regarding defaults and debt collection.
- Conducted team project planning meeting on June 12, 2000 to develop approach, methods and deliverables for the project.
- Developed draft project work plan, time frames and deliverable requirements for presentation to the Client.
- Conducted project kick-off meeting with the Client to discuss scope, work effort and deliverables for the project.
- Continued gathering data for best practices within the banking industry and student loan sector.
- Scheduled a meeting with Gary Fisher to obtain current SFA data regarding defaults and debt collection.
- Developed presentation for default reduction workshop.
- Attended the 2001 Federal Debt Collection Contract Workshop on June 21, 2000.

#### **Planned Work in Progress:**

- Gathering data for best practices within the banking industry and student loan sector.
- Analyze delinquency and default data as compared with industry benchmarks.
- Developing initial outline for Default Management Report.

#### **Work Projected for next Week:**

- Continue gathering data for best practices within the banking industry and student loan sector.
- Begin developing default reduction and default prevention recommendations.
- Re-schedule Workshop to discuss industry best practices in comparison with SFA requirements.
- Schedule a meeting with Gary Fisher to obtain current SFA data regarding defaults and debt collection.
- Develop presentation for default reduction workshop, scheduled for Wednesday, June 29, 2000
- Continue gathering data for best practices within the banking industry and student loan sector.
- Internal AC Financial Partner executive review with Eileen Bedell.
- Workshop to discuss industry best practices in comparison with SFA requirements.

**CIO**

**Work Completed this Month:**

- Ombudsman - Worked on Demos for Greg Woods and CIO All-Hands Meeting.
- Data Warehouse – Finalized and submitted CFO quick hit deliverable requirements. Finalized and submitted NSLDS Cost Analysis deliverable.
- Integrated Architecture Development - Conducted Software/Installation Kickoff . Completed Systems Engineering Standards for Java draft and physical architecture draft. Delivered 16.1.1 Legacy System Inventory Report deliverable.
- IFAP – Delivered Systems Requirements IFAP application deliverable.
- Schools Portal - Developed solution design for redefined news and events functionality on Portals page. Delivered 12.2 Detailed Analysis of Technical Requirements – School Portal deliverable. Confirmed Business Requirements with School Channel project team members.
- Intranet Release 2.0 – Completed draft of Autonomy’s functional requirements. Completed interim development architecture draft.
- Security – Developed database to track risk management criticism.
- IT management Support – Established process and collected project data for infrastructure planning, the development of platform hosting, testing/IV&V and production migration.
- Delivered FAFSA on the Web, Mad Dog, and Usability Identification and Solution deliverable (13.1.1 and 13.3.1).

**Planned Work In Progress:**

- Ombudsman – Continue work on demos and continue to launch pilot system.
- Data Warehouse – Work on conceptual data model and revise TO 21 for changes to scope.
- Integrated Technical Architecture – Continue work on deliverables.
- School Portal - Configure development machines.
- IFAP – Continue design and development work.
- Intranet Release 2.0 - Continue defining functional and technical requirements for Autonomy installation. Develop integration and testing plans.
- Security – Continue Communication Plan.
- IT management Support - Continue production migration planning.

**Work Projected for next Month:**

- Ombudsman – Perform connectivity testing for call centers.
- Data Warehouse – Resubmit cost analysis.
- Integrated Technical Architecture – Install software at the VDC.
- School Portal - Develop integrated approach to interface design and continue development.
- IFAP – Submit project plan and requirements documents as deliverables.
- Intranet Release 2.0 - Complete Integration, testing and Installation plans.
- Security – Complete 18.1.4 Security and Privacy and Procedures deliverable and 18.1.4.b Monthly Security Program Report deliverable.
- IT Management Support – Complete production migration planning.



**PROGRAM MANAGEMENT OFFICE**

**Program Planning & Reporting**

Work Completed this Month:

- Conducted review of PMO compliance with CMM Level 2 best practices. The PMO meets 40 out of the 58 practices (approximately 70%) and expects to meet the requirements for the remaining 18 best practices by mid-August.
- Continued producing bi-weekly scorecards.
- Continued producing consolidated weekly program status report.
- Began producing consolidated Modernization Partner/CIO status report.
- Implemented improvements to Task Order management process tool.
- Submitted Task Order 8 (PMO).
- Submitted Draft Procurement Plan deliverable.
- Continued managing task orders to completion.

Planned Work in Progress:

- Reschedule Client Quality Management Assessment (CQMA) for July 12.

Work Projected for next Month:

- Plan for and conduct CQMA on July 12.
- Conduct review of PMO progress towards CMM Level 2 compliance.
- Continue producing bi-weekly scorecards.
- Continue producing consolidated weekly program status report.
- Continue producing integrated Modernization Partner/CIO status report.
- Continue managing task orders to completion.

### Partner Management

#### Work Completed this Month:

- Modified the Legacy Contract Transition Plan based on feedback from Business Channel briefings.
- Submitted 8 Task Order proposals:
  - TO 7 - Mod 1 Rev 01 – Modernization Business Planning Support
  - TO 8 - Rev 01 - Program Management Office
  - TO 12 – IFAP/Schools Portal
  - TO 15 – Customer Relationship Management/Call Center IPT
  - TO 19 – COD Solution Selection & Design
  - TO 20 – Financial Transformation
  - TO 25 – Enterprise Document Management
  - TO 26 – CDS Simplification
- Completed Security documentation on 10 individuals.
- Initiated buildout at new site (370 L'Enfant Plaza).

#### Planned Work in Progress:

- Continued effort to complete the acceptance of the Legacy Contract Transition Plan.
- Supported development of the CDS Retirement contracting approach for CBM, FFEL, NSLDS and PEPS.
- Continued to support to the development of performance based SOWs for future contracts/modifications (CBMD, NSLDS, PEPS).
- Continued effort to complete in progress Task Order proposals.
- Continued effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form – 190 of 196 complete.
- Continued negotiation efforts with subcontractors - 12 signed, 7 in final stages, 10 in progress.
- Continued planning efforts for move to new site (370 L'Enfant Plaza).

#### Work Projected for next Month:

- Complete acceptance of the Legacy Contract Transition Plan.
- Continue to support development of the CDS Retirement contracting approach.
- Submit remainder of in progress Task Order proposals.
- Continue effort to have each Modernization Partner staff member execute a Notice of Criminal Liability under the Privacy Act statement and an OF-306 Declaration for Federal Employment form.
- Continue negotiation efforts with subcontractors.
- Complete move to new site (370 L'Enfant Plaza).

## ORGANIZATION TRANSFORMATION

### Work Completed this Month:

- Facilitated task order start up for SFA Human Resources Modernization Support.
- Presented competency modeling concept and approach to Management Council.
- Reviewed and discussed proposed SFA HR organization design and priorities with Calvin Thomas.
- Sent Competency Model concept materials to Management Council for review.
- Facilitated task order start up for HR modernization support.
- Developed Proposed SFA Human Resources Organization Design and Implementation Workplan with key activities, responsibilities and dates and discussed the document with Calvin Thomas.
- Developed Working Session materials including agenda, proposed organization structure, HRG summary document.
- Scheduled/Conducted first Working Session (5/14) to determine SFA HR Service Center Functions.
- Revised Proposed Organization Structure
  - Reduced number of resources in HR Innovations.
  - Considered Recruiting and Employee Relations as distinct functions in the Service Center.
  - Maintained Deputy Director as an open role to be recruited.
- Submitted draft of the HR OM Package (SFA HR Modernization Plan) to the client and made revisions per client request.
- Convened SFA HR Team to discuss current events impacting human performance and to develop a strategy for addressing issues.
- Completed the first draft of the HR OM Package (SFA HR Modernization Plan).
- Drafted approach for reviewing the HR organization with key stakeholders (GMs, Directors, HRG, Regional Personnel Officers, Administrative Officers, etc.).
- Drafted and Revised HR Organization discussion (walkaround) document to facilitate review of HR organization with key stakeholders.
- Drafted Office Assistant PD and KSA.
- Initiated drafting HR Partners and Deputy Director PDs and KSAs.
- Completed draft of HR Partner Manager PD and KSA (draft 100% complete).
- Initiated draft of HR Program Development Associate PD and KSA (draft 60% complete).
- Prepared Employee Lifecycle presentation for working session the client to depict how human resources and training work together (100% completed).
- Facilitated Employee Lifecycle discussion.
- Collected Personal Development Plan examples.
- Reviewed and proposed revisions to the InStep Article introducing the new SFA HR Director and HR Organization.

### Planned Work in Progress:

- N/A

### Work Projected for next Month:

- Develop SFA Competency Model, beginning with defining Professional and Managerial competencies.

- Incorporate any changes from key stakeholders into SFA HR OM Package and Discussion Documents.
- Submit SFA HR OM Package for approval process with appropriate parties.
- Complete necessary PD and KSA development for new positions.
- Facilitate scheduling “Meet and Greets” for new SFA HR Director with other Channels/Units.
- Initiate development of the Human Capital Blueprint for SFA.

## **5.0 Appendix: Deliverables Log**

Attached are deliverables logs which indicate the status of the deliverable as In Progress, Delivered, or Accepted.

## **6.0 Appendix: Modernization Program Scorecards**

The following scorecards provide summary status of each of the critical program management areas. The Modernization Program Summary Scorecard is an aggregate assessment of program performance. The scorecard was developed by conducting an assessment of individual projects within the Modernization Program: Common Origination and Disbursement, Direct Loan Servicing Reengineering, Financial Management Systems Design, Financial Partners Transformation, and Portals. Arrows are used to represent the trend of the element as compared to the previous month's scorecard.